

Government Reform Initiatives – Administrative Issues

Subject	Statute/Regulation	How Administered Today	Proposed Change	Justification for the Change
1. Idea Title: Exemptions from eVA Requirements	October 2008 Chief of Staff Memorandum	In October 2008, the Chief of Staff issued a memorandum that mandated that all purchase transactions regardless of funding source, be processed through eVA at the point of requisitioning.	Exempt VDOT from eVA requirements. We would continue to support the concept by: <ol style="list-style-type: none"> 1. Sending monthly reports and transaction dates. 2. Continuing to pay the monthly fee. We think we represent approximately 40% of the revenue collected by eVA and we do not wish to see the system eliminated. 3. Continuing to advertise to eVA registered vendors. <p>Correct the eVA funding model so that it does not require state agencies or vendors to pay a fee to conduct a procurement transaction with the Commonwealth or a vendor.</p>	The requirement does not support the mission of VDOT whereby all road construction vendors must be pre-qualified by VDOT prior to submitting a bid. The vendors' prequalification status is not captured in eVA, nor does eVA provide the ability to interface with VDOT's TRANSPORT system used to create the project estimate, create the solicitation, create the invoice and receive the report, as well as other contract administration processes
2. Idea Title: Certified Small Business Procurement Process	Executive Order 33 (2006). DGS policy PR-1 Procurement Policies and Procedures	Executive Order 33 (2006) contains directives relating to procurement with SWAM businesses. DGS Policy sets the set aside amount at \$50,000.	Re-evaluate Executive Order 33 (2006) for opportunities to improve the Certified Small Business procurement process. Raise set aside amount from \$50,000 to \$100,000.	VDOT will save money from this change.
3. Idea Title: Small Purchase Threshold	§§ 2.2-4303(G) and 2.2-1111 DGS/DPS Agency Procurement and Surplus Property Manual	Code sets forth the ability for a public body to establish small purchase procedures for purchases under \$50,000. Single quote limit set at \$5,000. Unsealed bidding limits set at \$5,000 - \$50,000.	Change Small Purchase threshold from \$50,000 to \$100,000 with the following incremental changes: <ol style="list-style-type: none"> 1. Increase single quote limit from up to \$5,000 to up to \$10,000 2. Increase other unsealed bidding limits from \$5,000 to \$50,000 to over \$10,000 to \$100,000 	Saves staff time for purchases and increases the small business set-aside up to \$100,000.

Government Reform Initiatives – Administrative Issues

Subject	Statute/Regulation	How Administered Today	Proposed Change	Justification for the Change
4. Ideal Title: Competitive Sealed Bidding/Competitive Negotiation Threshold	DGS/DPS Agency Procurement and Surplus Property Manual	Competitive Sealed Bidding or Competitive Negotiation threshold set at \$50,000.	Change Competitive Sealed Bidding or Competitive Negotiation threshold from over \$50,000 to over \$100,000.	Staff time in preparation of solicitations, vendor time and expense in preparation of bids, reduction in cost to the Commonwealth, reduction in expense to advertise in newspapers.
5. Ideal Title: Exempt all Small Purchase Charge Card (SPCC) Transactions from Input into eVA	DGS Policy PR-2 Purchasing Charge Card Program	Currently all SPCC transactions must be input into eVA via a purchase order unless the transaction occurs at the store. If an order for a repair part from NAPA is made over the telephone a purchase order is required. If a technician drives to the store to pick up the part, no purchase order is required. We are unable to comply with DGS's requirement that these over the phone transactions be submitted within 48 hours and pay a fee of approximately \$104,000 annually.	We recommend that all SPCC transactions be exempted for the requirement to issue a purchase.	SPCC data is captured in the SPCC vendor's system. SPCC is a payment tool. The requirement of purchase orders for SPCC transactions was started to increase eVA fees that could be generated from SPCC transactions.

Government Reform Initiatives – Administrative Issues

Subject	Statute/Regulation	How Administered Today	Proposed Change	Justification for the Change
6. Idea Title: Fill gap in procedural framework concerning development of environmental review process for non-VDOT funded locally administered transportation projects	§ 10.1-1188(A),(B)	<p>Legislation from 2007 requires local government to prepare and submit an environmental impact report on transportation projects estimated to cost greater than \$500,000 (Code of Virginia 10.1-1188(A)). These are non-VDOT funded transportation projects undertaken by localities funded by bonds or some other non-VDOT related revenue. This section of the Code does not cover VDOT transportation projects, but describes a review process managed by the Department of Environmental Quality (DEQ). Code of Virginia § 10.1-1188(B) addresses VDOT transportation projects and established the State Environmental Review Process, memorialized in a MOA between the Secretary of Transportation and Secretary of Natural Resources. Because there is no nexus between VDOT and the local transportation projects covered in Code of Virginia § 10.1-1188(A), and because the process described in that section is managed by DEQ, DEQ is responsible for the environmental review of local transportation projects as they are for the review of other projects covered by this Code section. VDOT has no role. In October of 2007 the Secretary of Transportation and the Secretary of Natural Resources sent a memo to local government providing interim guidance for compliance with the new legislation. The interim guidance was to be in effect until new procedures were developed by December 2007, but new procedures have not been developed. Under the direction of the previous Secretary of Transportation, VDOT created several products to assist DEQ in their effort to develop environmental review procedures for local transportation projects.</p>	Finish drafting procedures implied in 2007 memorandum to local governments.	<p>Implementation would close gap in procedures, and establish clear rules of authority and accountability among local governments, DEQ, and VDOT. VDOT should not be responsible for this review process for the following reasons:</p> <p>1) VDOT becomes accountable for the results of the Locality Environmental Review Process (LERP): VDOT is challenged on a daily basis to ensure the implementation of commitments on our own projects. With ownership of the LERP would likely come accountability for making sure commitments are implemented by local government. We have no process in place to ensure that happens, but the agencies would expect us to accept accountability for implementation.</p> <p>2) VDOT becomes an environmental regulator: We have no experience as a regulator of environmental issues. We police ourselves on environmental issues, but we have no experience policing others. We can enforce SERP by withholding money to local government. We are not aware of anything we can do to enforce LERP. As regulators, the resource agencies will expect us to make sure the LERP gets done and commitments are implemented. Local government will have different expectations. We can't</p>

Government Reform Initiatives – Administrative Issues

Subject	Statute/Regulation	How Administered Today	Proposed Change	Justification for the Change
				<p>withhold money that is not ours. We will be placed in a lose-lose position between agencies wanting enforcement and local government wanting flexibility.</p> <p>3) Manpower: We have no way to determine the workload associated with non-VDOT local transportation projects. We would be unable to accurately staff the LERP program, but minimally we would need a LERP program manager in the Central Office along with an unknown number of LERP implementers in the field.</p> <p>4) Funding: If VDOT performs the LERP, we will need funding to support the work. It will be difficult for us to negotiate with local government the need to use their money to pay our staff to work on their projects. Local government will be inclined to question our charges and not understand the scope of LERP related activities. We will be criticized for perceived overcharges. If local government is responsible for part of the LERP, funding for training local government will be necessary.</p> <p>5) Lack of local support: Some localities may be in favor of VDOT doing the LERP, but just as many may be opposed. Some local governments will not want VDOT's involvement and will get upset with the results of the LERP on some projects.</p>

Government Reform Initiatives – Administrative Issues

Subject	Statute/Regulation	How Administered Today	Proposed Change	Justification for the Change
7. Idea Title: Streamline Memorandum of Agreement format with Dept. of Historic Resources (DHR)	DHR's MOA Requirements	Recent MOAs prepared under Section 106 (National Historic Preservation Act) have included provisions not required by law or regulation, making them lengthy and more complex to negotiate.	DHR can amend its MOA requirements at its discretion.	Eliminating extraneous text from agreements means they will take less time to write and read, and fewer resources will be consumed in preparing them. Streamlining the preparation and processing of MOAs for both state agencies makes MOAs easier to understand and less confusing.
8. Idea Title: Eliminate Requirement that DGS Pay Leases on VDOT's Behalf	Chapter 1 of DGS' Real Property Management Manual: Acquisition by Lease	In April 2008, DGS via the Real Estate Section selected nine of VDOT's 35 leases to administer.	Lease administration should be returned to VDOT to save the fees incurred.	We are paying approximately \$130,000 for these leases to be administered when they used to be administered by VDOT staff.
9. Idea Title: Execution of Certain Agreements with Federal Agencies	§ 33.1-12(5)	VDOT has done a number of federal agreements over the past few years that are fairly insignificant (i.e. funding transfers for earmarks). While clearly the complex federal agreements (i.e. BRAC) should remain with the CTB, the routine ones could be delegated as a block to the Commissioner to execute.	Section 33.1-12(5) of the Code of Virginia addresses CTB authority to enter into agreements with the federal government, however a legislative change is not necessary. Instead, a new CTB policy or resolution could accomplish this objective by delineating certain agreements that could be executed by the Commissioner.	Would enable VDOT to more efficiently execute routine agreements with federal agencies.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
10. Idea Title: MPO and Transportation Board Representation	Administrative Policy Change	DRPT lacks representation on many transportation-related boards. For example, DRPT is only on three of 14 MPO policy boards. DRPT is also on a limited number of transit operator boards.	Establish consistent criteria for state agency representation on MPOs and other transportation-related boards.	<u>Establish consistent criteria for state agency representation on MPO and other transportation-related boards:</u> To ensure that rail and transit are adequately represented on transportation boards in Virginia, and to ensure that the state has a consistent role on transit operator boards.
11. Idea Title: New Agency Partnerships	Administrative Policy Change	Many state agencies have mutual areas of interest in their programs where partnerships could help agencies achieve common goals more efficiently and effectively.	Develop new partnership agreements among state agencies for key initiatives that support common goals such as incentive packages and promotions to bring businesses to Virginia, to support tourism and to support economic development; cooperative planning initiatives and cooperative funding agreements. Identify new opportunities to work with stakeholder groups and the private sector on joint initiatives.	<u>Establish new partnership agreements among state agencies:</u> To help agencies achieve common goals more efficiently and effectively. Example: Provide VEDP with information on DRPT programs to help attract and retain Virginia businesses.
12. Idea Title: Improving Central Services for State Agencies	Administrative Policy Change	State agencies are required to purchase central services without any agreement for service levels or performance measures from the service providers.	Re-evaluate state agency central services and competitively bid to public and private sector providers. Require central service providers to execute mutual service level agreements with agencies that receive their services.	<u>Improving central services for state agencies:</u> To achieve better performance from central services provided to state agencies and to increase accountability for central service providers.
13. Idea Title: Quarterly VDOT/DRPT Executive Team Meetings	Administrative Policy Change	The VDOT and DRPT executive teams currently do not meet to coordinate on key projects or to discuss common priorities and strategies.	Establish quarterly meetings of the VDOT/DRPT executive teams.	<u>Quarterly VDOT/DRPT executive team meetings:</u> These meetings will help improve coordination on key initiatives between DRPT and VDOT.
14. Idea Title: Improving Passenger Rail Program Delivery		The delivery of passenger rail programs in Virginia is currently divided into commuter rail and intercity passenger rail programs. There are numerous inconsistencies between the two programs.	Evaluate the delivery of passenger rail programs and recommend improvements to resolve inconsistencies between intercity and commuter rail programs.	<u>Improving Passenger Rail Program Delivery:</u> This analysis will provide the Commonwealth with a consistent policy and approach for delivering passenger

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
				rail service in Virginia, for both commuter and intercity rail programs.
15. Idea Title: Tax Exempt Passenger Rail Improvements		In some cases it is challenging to reach agreement with freight railroads on infrastructure improvements that benefit passenger rail due to the tax liability associated with capital improvements.	Evaluate the impact of introducing tax exemptions for rail capital improvements that benefit passenger rail service.	<u>Tax Exempt Passenger Rail Improvements:</u> This analysis will provide the Commonwealth with an important passenger rail development incentive for capital improvements and clout to negotiate with railroads.
16. Idea Title: Reduce Spending on Reports and Printing	Administrative Policy Change	DRPT spends significant state funds to develop required reports and to print items for board meetings.	Revamp the VTRANS planning process to reduce the development of a policy plan and specific modal plans. Eliminate large quantity printing of planning documents and reports. Eliminate board meeting material printing except for materials used on the day of board meetings (do not print materials for advance mailings to board members). Provide board members with secure access to an online location where they can view materials in advance.	<u>Reduce Spending on Reports and Printing:</u> These measures will help save state funds currently used to develop required reports and to print reports and board meeting materials.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
17. Idea Title: Economic Stimulus through improved Rail Industrial Access Program	§33.1-221.1:1 Administrative Policy Change	Current CTB programmatic policy for Rail Industrial Access funds caps annual program participation at no greater than \$450,000 per year to any one jurisdiction.	Recommend that the Commonwealth Transportation Board change its policy for the Rail Industrial Access program to the same funding levels as the VDOT Road Access fund.	<u>Increase economic competitiveness:</u> Recent CTB action increased the Road Access program funding cap to increase economic competitiveness and adjust for increased costs in industrial site development involving transportation infrastructure. By programmatically adjusting the funding levels to that of the Road Access program, the Rail Industrial Access program will continue to provide an equivalent incentive to economic development projects.
18. Idea Title: Rightsizing Agency Modal Responsibility for Rail	Administrative Policy Change	Today, federal funding for grade crossing improvements is administered by VDOT. The grade crossing maintenance and inventory program is administered by VDOT. The grade crossing agreements between the state and the railroads for construction of bridges, overpasses, and at-grade crossings are also administered by VDOT.	Transfer the grade crossing federal and state funding grant program for grade crossing improvements and repairs and the grade crossing agreement section back to DRPT.	<u>Placement of Administrative functions into modal agency of expertise and mode responsibility:</u> Virginia rail program functions are split across agencies. Establish DRPT as the state agency for rail, including highway grade crossing safety and construction coordination near rail lines. This effort will reunite all rail functions that were split off to VDOT over time that were originally a rail unit function and enable better coordination of highway and rail projects, priorities, and objectives, for example alleviating the potential of conflicting highway bridge and rail improvement projects. These functions were transferred over time to VDOT in exchange for MEL for conducting other

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
				DRPT functions.
19. Idea Title: Advance Rail Projects Without Federal Funds When Possible.	Administrative Policy Change	Rail construction projects tend to be complicated and involve improvements to railroad right of way.	Recommend that the Commonwealth Transportation Board adopt a policy or practice for advancing rail projects achievable with state funds.	<u>Increase effectiveness of project delivery</u> : CTB adoption of a policy or practice for advancing rail projects with state funds where possible will expedite project delivery by reducing federal restrictions and environmental review.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
20. Idea Title: Water Quality: Stormwater Management	4 VAC 50-60	The Virginia Stormwater Management Program is managed by the Department of Conservation and Recreation. The current VSMP regulations approved by the SWCB in December 2009 (for which the GA has passed legislation to delay the implementation date), are applicable to all land disturbance activities that equal or exceed one acre of land disturbance. The technical requirements for water quality and quantity of both the current and revised regulations are designed around site development where relatively undeveloped tracts of land are being converted to a more urbanized usage. These tracts of land are usually large with a limited number of stormwater outfalls. Linear development, such as highways, on the other hand, involves a slender thread of right of way centered between highly developed or developable property and/or pristine undeveloped property. A linear project may stretch long distances and have many stormwater discharge points. The site developer is often able to position his required stormwater management facilities on the most advantageous portions of his site, usually those areas that are unable to be developed or less desirable for development. In order for the highway developer to construct the stormwater management facilities, he must acquire additional right-of-way along the roadway's development corridor. This often requires the additional acquisition of the most expensive portions of the adjacent developed or developable property or the conversion of pristine undeveloped property to construct required stormwater management facilities. This acquisition of additional property also removes that land from the local tax records.	<p>The VSMP Regulations need to include, or DCR needs to develop, specific language and requirements for linear projects that recognize the uniqueness of and limitations imposed by such development in trying to comply with regulation requirements designed for site development.</p> <p>DCR would need to revise Virginia Stormwater Management Program Regulations (4 VAC 50-60). Note: regulations have been suspended as of 1/26/10 in response to 25 petitions received during the 30-day final adoption period. The effective date of these regulatory actions was suspended in accordance with §2.2-4007.06 of the Virginia APA to allow time for a 30-day public review and comment period on changes made since the original proposed regulations were approved on September 24, 2008.</p>	Will increase the type and number of stormwater management facilities and practices required for VDOT to mitigate impacts of increased stormwater runoff volumes and pollutant loads as a result of land development.
21. Idea Title: Dam Safety Regulations	<p>Impounding Structure Regulations</p> <p>40 VAC 50-20</p>	After three years of review and revision, new regulations were put into effect Sept. 26, 2008 (http://www.dcr.virginia.gov/documents/dsfinregs092608.pdf). Requirements for the VSWCB to issue a construction permit alteration permit before a person or entity can construct, begin to construct, alter or begin to alter an impounding	For federally-owned dams, U.S. Army Corps of Engineers has jurisdiction; if no federally-owned dams are involved, state regulations apply. The	VDOT would incur increased administrative costs to comply with the regulations.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
		structure poses a burden to VDOT in securing the permit. Additional requirements for owners of regulated dams to apply for an Operation and Maintenance Certificate, which includes an assessment of the dam by a licensed professional, an Emergency Action Plan and the appropriate fee(s), plus inspections by a professional engineer, pose a burden to VDOT.	State Water Control Board needs to amend regulations to mitigate impact on VDOT	
22. Idea Title: Erosion and Sediment Control Laws and Regulations	4 VAC 30-50 4 VAC 50-50	The ESC Program's goal is to control soil erosion, sedimentation, and non-agricultural runoff from regulated "land-disturbing activities" to prevent degradation of property and natural resources. The regulations specify "Minimum Standards," which include criteria, techniques and policies that must be followed on all regulated activities. These statutes delineate the rights and responsibilities of governments that administer an ESC program and those of property owners who must comply. All regulated land-disturbing activities must comply with the 19 minimum standards specified in Section 4 VAC 50-30-40 of the regulations that are applicable to the specific project. All ESC programs are required to confirm project compliance with the minimum standards by reviewing ESC plans and through onsite project inspection. However, an ESC program may waive or modify any of the minimum standards that are deemed inappropriate or too restrictive for site conditions by granting a written variance. The requirements for onsite project inspections and the granting of written variances add administrative costs to projects.	DCR needs to revise the regulations to reduce administrative costs to VDOT projects.	VDOT incurs increased administrative costs to comply with the regulations.
23. Idea Title: Exempt Bus Shelters from General Service Permits	Ch. 12, Section 1204.0 of the DGS Construction and Professional Services Manual	Policy requires permits and approvals for the installation of industrialized buildings, which DGS interprets to include bus shelters.	Declare bus shelters as exceptions to any required building, structure and occupancy permits or amend Chapter 12 to include an expedited process for bus shelter installation.	Bus shelters, small structures designed to provide protection from the elements for transit patrons, are much less complex than other industrialized/modular buildings and should be subject to less rigorous application and permit requirements. Shelter manufacturers are customarily

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
				well established businesses that have long produced these structures. Additionally, localities have staff engineers and contractors with experience installing the shelters safely and appropriately. Since shelters rarely have load bearing roofs or significant structures above the heads of passengers using them, the likelihood of collapse is minimal. The current permit process for bus shelter installation, including time consuming DGS mandated building inspections, can take months to complete. Revising installation requirements will remove bureaucratic layers, save months of time for completion, and reduce costs.
24. Idea Title: ID Theft Passport Program		The OAG administers all aspects of this program, which provides victims of identity theft with a card that may be used to verify identity.	DMV would provide and accept applications for ID Theft Passports in its Customer Service Centers.	The change would enhance customer service by making the program more accessible to individuals whose identity has been stolen.
25. Idea Title: Web Streaming Meetings of Boards and Commissions		This capability is currently in development with the MVDB having begun streaming its board meetings.	Make the capability to stream board and commission meetings available to all of the Commonwealth's boards and commissions. Until the capability is widely distributed, more meetings could be held at DMV.	Provides a greater level of transparency by allowing interested parties to attend meetings remotely.
26. Idea Title: Driver Monitoring Record		Companies that employ drivers may sign a two-year agreement with DMV to monitor their driving records, and if	Expand the program to send records to employers	Aside from raising more revenue, this change would

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
Program		the employee's license is suspended or they are convicted of a serious violation (such as reckless driving or DUI) a driving record will be mailed to the employer. Records are furnished at a cost of \$9 each. Information regarding the program is contained on the DMV website.	based on a demerit point conviction and license expiration. Actively promote the program with companies that employ drivers (commercial or passenger vehicle).	improve customer service and enhance highway safety by making companies aware of drivers' actions as events occur. Today an employee can continue to drive and the employer not be aware of their adverse driving status. This provides notice for them to remove their drivers from vehicles if necessary. It may also have a positive effect on their insurance costs.
27. Idea Title: Fleet Management		There are three ways a company that owns a fleet of vehicles can title and renew their vehicles – 1) contract with an online vendor that provides a fleet software application (at a per transaction cost) and they perform their own transactions; 2) process their transactions at a DMV CSC; 3) mail their transactions into DMV HQ.	Develop and offer a web-based fleet management program that will provide an application for companies to process titles and renewals at no additional fee.	The change would improve efficiency and enhance customer service by providing a convenient method of processing titles and renewals for fleet customers and lessen the workload on DMV CDCs and HQ staff.
28. Idea Title: Vehicle Repossessions		Repossessed vehicle transactions can only be processed at DMV CSCs and DMV HQ. This transaction is a relatively simple, no-fee title transaction that changes ownership to lien holder.	Allow dealers that are lien holders to process repossessions through their online dealer vendor application. Online vendors have also been encouraged to offer this application to financial institutions as well.	The change would improve efficiency and enhance customer service by providing a convenient method of processing repossessions by lien holders, which also allows them to sell the vehicle without waiting for the title change. This would reduce transaction processing in CSCs and HQ.
29. Idea Title: Improve Weigh Program Efficiency		DMV currently has fairly sophisticated technology to sort and manage the flow of traffic into and through weigh stations. At this point in time, technology has not been implemented to support ready identification of customers operating without proper credentials or with outstanding fees or taxes. Efforts to identify situations of this nature are largely manual.	A number of initiatives are being pursued to increase the efficiency of DMV truck weighing operations and to position the agency to identify and collect outstanding debts at the	These changes will increase efficiency and improve revenue collection efforts.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
			time a truck is weighed. Initiatives include installation of lap top computers with communications capability for mobile weigh crews, use of DMV law enforcement personnel to back-up VSP when an officer is not available to support a mobile crew, automated printing of the overweight citation form, and installation of license plate reader technology to identify customers with outstanding obligations.	
30. Idea Title: Escort Certification Contract with VCU		DMV currently contracts with VCU for the issuance of escort driver certifications required of individuals providing motor vehicle escort services for oversize loads moving on Virginia highways. DMV currently handles portions of the process and it was determined that DMV hauling permit staff could absorb the tasks performed by VCU.	DMV will assume full responsibility for the escort driver service. VCU supports this change.	The change will result in annual savings of \$25,000.
31. Idea Title: IFTA Decals – Printing In-House		Virginia has historically out-sourced the printing of International Fuel Tax Agreement (IFTA) decals at an annual cost of \$13,500.	Beginning with the production of 2011 decals, DMV will produce the decals in-house. DMV will be able to print the decals on demand, reducing production costs.	Printing the decals in-house will result in an estimated annual savings of \$5,600.
32. Idea Title: Dyed Diesel Inspections; Re-establish MOU with IRS		DMV currently pays for its own inspection equipment and collects only one sample of fuel, which it retains for testing. In the past, DMV had an MOU with the IRS for purposes of sharing dyed fuel violation information such that both state and the federal government could issue penalty assessments when one or the other party identified a vehicle out of compliance. One benefit of the MOU is that the IRS paid for DMV's inspection equipment. The agreement was	Reestablish data exchange MOU with the Internal Revenue Service. A project group is actively working to address the system issues and reestablish the MOU such that we can share dyed fuel information and	This change will reduce costs and enhance revenue collection efforts. An MOU would also position Virginia to seek federal funds to support the partnership.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
		discontinued several years ago as a result of an IRS security audit revealing shortcomings in DMV's automated systems.	potentially other tax information through participation in the IRS Joint Operations Center (a partnership between states and the IRS to share information and work cooperatively to combat fuel tax evasion).	
33. Idea Title: In-House Printing		VITA/NG currently produces all mainframe printers (previously owned by DMV) located on DMV's second floor of their West Broad HQ. VITA/NG charges DMV for their printed output amounting to \$2.16 million.	Re-route mainframe printing to DMV's print shop printers which are still owned by DMV. This requires VITA/NG's approval since the partnership dictates what gets connected to their network and what doesn't. This change produces the same print output for approximately \$610,000 annually, saving DMV approximately \$1.55 million in print charges to VITA/NG.	This change would reduce DMV's costs associated with printing.
34. Idea Title: Change Registration Card Paper		All registration cards are printer of pre-perforated, continuous-form index stock.	Registration cards, except those issued from DMV HQ, would be printed on regular weight bond paper. It is important to note that switching to a paper registration card does not degrade the validity of the card since the index stock registration card does not contain any security features.	This change will reduce costs, improve efficiency, and enhance customer service by allowing DMV to use regular paper and printers to print the cards and by allowing vehicle owners who lose their card to simply print a new one at home.
35. Idea Title: Dead Storage Procedures		Large volumes of documents and files are bundled and mailed in from the various field offices to go to a dead storage warehouse. Staff indicates there is little to no use of	Review the current procedures for CSC shipping of documents to	This change will reduce transportation, inventory and

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
		these documents once sent storage.	the central dead storage facility. With the implementation of "On-base," which is the electronic storage and retrieval system for documents, there is little need for the old file copies of forms and documents. Many of these documents are never used and could be recycled or disposed of locally in a more cost effective manner. DMV will review the retention regulations of the Library of Virginia to see if we can change them or at least take full advantage of the limits they allow. This proposed change could have an impact on how other agencies handle their document storage.	storage costs.
36. Idea Title: Paper Test and KATS		DMV offers both paper and computer-based (KATS) testing. Many customers request paper tests because of concerns about how the computer test is administered. Currently, if a customer fails the first portion of a hard copy test, they are not permitted to proceed to the second. The current KATS allows a customer to proceed through both sections of the test, and review their answers prior to submitting their test for scoring.	Implement programming changes to KATS so that it would mimic the manner in which the paper test is administered. The goal is to eliminate the perception that the two tests are administered differently, which has been driving demand for the more costly paper tests.	Will reduce both staff time and paper wasted.
37. Idea Title: Print Receipts on Demand		Paper receipts are automatically printed.	Provide the capability to print a receipt only when a receipt is requested instead	Will reduce costs.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
			of for every transaction. The system was previously able to do this, but was changed to print every time.	
38. Idea Title: DL, CDL and MC Manuals		Currently the driver and commercial driver manuals are available both online (in pdf format) and as printed paper books. The books are stocked in the CSCs and provided to schools, etc, at no cost.	Eliminate the paper books and provide only electronic versions. Schools could be given a PDF version which they could use to print copies as needed.	DMV estimates that eliminating paper copies would lead to \$125, 745 in annual savings.
39. Idea Title: Internet Address Change for Voter Registration		DMV mails an individual a paper voter application to change their address with SBE.	SBE has requested that DMV allow customers to change their addresses on the DMV website. DMV would then transmit the data electronically to SBE.	This change will improve efficiency, enhance customer service and reduce costs.
40. Idea Title: Electronic Motor Voter Audit Sheets		DMV CSCs and Selects generate paper Motor Voter audit reports and mail them every day to SBE.	SBE has requested that DMV send these reports electronically.	This change will improve efficiency, customer service and reduce costs.
41. Idea Title: Extranet Access for Driver Training Schools		DMV prints, stocks and ships secure paper forms to Driver Training Schools (DTS) which are required to report to DMV the names of students, courses taken and test results. DTS completes the forms and mails them to DMV. DMV then updates the DMV customer records to reflect completion of the training requirements.	Provide Driver Training Schools with a FOB, enabling them to update the system electronically to reflect applicant completion of requirements. This would eliminate the need for the paper DTS-A, DTS-B and DTS-C and would provide access similar to the access currently provided to DL Clinics.	Will save paper and reduce DMV printing, shipping and personnel costs for updating the system.
42. Idea Title: Discontinue Printing Overload Permit Renewal Notices for IRP Registered Vehicles		Overload permit transactions for IRP registered vehicles are now fully integrated with processing the IRP plate registration. This enhancement has been in place for some time; however, the separate overload permit renewal notice was never discontinued.	Discontinue printing these notices as available resources allow.	Will lead to paper and printing cost savings.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
43. Idea Title: Installation of Credit/Debit Card Readers at CSC Windows		If a customer wishes to pay with a credit card, the DMV customer service rep has to leave the window to go to a single machine on the back counter. Moreover, this arrangements does not allow for debit card transaction because the machines are not accessible for customers to enter their PINs.	Equip each CSC window with a credit/debit card reader.	The proposed change will reduce customer wait times and enable customers to pay with debit cards.
44. Idea Title: Internship Program		All DMV hearings, including insurance verification suspensions/revocations, are currently conducted by full-time employees. There is currently a backlog of cases.	Hire UR law students as unpaid additional staff to conduct insurance verification hearings.	Will enhance customer service by reducing the backlog.
45. Idea Title: E-Renewals		Vehicle renewal notices are mailed to the customer.	Allow the customer to opt in to receive their vehicle renewal notice via the internet.	Will lead to substantial savings in postage, printing, mailing and enhanced customer service.
46. Idea Title: Disconnect Toll-Free Service		The agency offers toll-free lines for various customer services.	DMV is in the process of eliminating most of its toll free services. With the growing number of cell phones and unlimited calling plans, the needs for toll free service has declined substantially. The agency will transition to standard telephone numbers over the coming months. Other agencies should examine which toll-free lines no longer serve a critical need and eliminate those that are unnecessary.	This change is expected to save DMV approximately \$500,000.
47. Idea Title: Interagency/Multimodal Offerings at DMV CSCs		Customers acquire transponders from VDOT online, by phone, or at one of three E-Zpass customer service centers. Other transactions, including issuance of replacement transponders, may be handled by mail or in person at one of the centers. Only those who transact business in person receive a transponder the same day. Rail tickets/passes are purchased from Amtrak, Metro, etc.	Have DMV CSCs issue transponders and offer E-Zpass account maintenance services (e.g. updating account to indicate that a transponder will be used in a different vehicle,	Promotes intermodal transportation and improves efficiency by expanding opportunities for in-person transactions. Transponders are associated with specific vehicles and DMV is the

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
			adding/changing credit card or bank account information). CSCs could also have kiosks available to facilitate planning/purchase of rail fare.	custodian of vehicle information. The change may also eliminate the need for dedicated E-Zpass customer service centers, thereby reducing costs.
48. Idea Title: Virginia Port Authority Freight Pre-Clearance		N/A	To enhance the efficient movement of commerce originating from Virginia's ports, explore the possibility of pre-clearing loads coming out of the port for compliance with weight, size and credential requirements. Pre-clearance would allow the load to move through Virginia without having to stop at the various weigh stations. The agency also proposes exploring opportunities to increase revenue from title and registration fees and to better promote Virginia as a business friendly state through the display of Virginia plates on the Port chassis fleet.	Changes will improve and expedite the movement of freight across the Commonwealth. Further, the efficiencies would reinforce Virginia's status as an attractive place to do business.
49. Idea Title: Sales Tax Referrals From Law Enforcement		N/A	Create a referral process between motor carrier law enforcement personnel and the Department of Taxation related to sales tax avoidance. Law enforcement checks bills of lading and determines if a	Will improve revenue collection. California generates approximately \$1 million annually from such referrals, particularly related to construction materials.

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
			product originated outside of Virginia but is destined for Virginia. If the parties to the transaction are not registered for payment of sales tax, a referral would be made.	
50. Idea Title: Testing Services		Many different agencies administer tests that are required for issuance of a license or other privilege or credential.	Have DMV's CSC's administer tests for other agencies. To minimize effect on delivery of DMV's core services, tests would be administered at particular times and on particular days.	The change will enhance customer service by expanding venues for testing and may reduce costs by reducing the need for other agencies to provide facilities and staff for testing.
51. Idea Title: Fingerprinting		DMV currently has fingerprinting technology in 14 locations around the state to support fingerprint processing for DMV employment purposes as well as Commercial Driver License hazardous materials licensing.	Efficiencies could be realized by offering fingerprinting services to other agencies for their licensing or employment purposes.	This idea would improve efficiency.
52. Idea Title: Energy Performance Contracting (EPC)	E.O. 19	EO Number Nineteen (2010) designated the Department of Mines, Minerals, and Energy (DMME) to provide technical assistance to state agencies and institutions to assist with the implementation of EPC. With EPC, the state can retrofit energy-efficient buildings without incurring upfront capital investments. Only three state agencies have implemented EPC.	Develop aggressive program to systematically identify EPC opportunities through the utility bill management process. Identify the state-owned buildings that appear to be the least efficient in energy consumption. Increase energy efficiency of state buildings via improved equipment, equipment operations and EPC. For each performance contract, the state enters into an agreement with a private energy service company	Improves cost-effectiveness while enhancing environment. ESCOs are useful since they bring to customers engineering and construction management expertise, are often providers of the new equipment (chillers, boilers, and air handlers) and have maintenance and verification services. The state benefits immediately, getting new equipment, expertise from energy service professionals, ongoing maintenance services, and the ability to accomplish many projects all at once without upfront capital

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
			(ESCO). The ESCO identifies and evaluates energy-saving opportunities, helps determine the optimum financing choice, and then installs the package of improvements to be paid for through future energy and maintenance cost avoidance.	investments.
53. Idea Title: Payment of Fines, Fees, Taxes, etc.		Currently, there is no central portal whereby residents can pay for all government transactions for which they owe money. There are some state agencies that have their own online payment system. For example, Virginia courts accept payments for traffic tickets and other offenses, and DMV accepts payments online for motor vehicle related transactions. Additionally, a private electronic payment solution, Official Payments, accepts payments on behalf of the IRS, states, municipalities, colleges and universities nationwide. Most Virginia counties use Official Payments for utilities and taxes, and 3 state agencies (Taxation, Virginia Birth Related Neurological Injury Program, and Longwood University) use Official Payments for their online transactions.	Establish a one-stop web based system that would allow residents to pay traffic citations, car tag renewals, licenses, property taxes, and other assessments via the internet using a credit card or e-check. This would provide Virginia residents convenient, self-service access to government 24 hours a day, seven days a week, and could allow for more timely payment of fines, fees, etc.	As residents increase the use of the web-based payment system, the total number of individual payment transactions that state agencies process would be dramatically reduced. By combining these services under one government portal, those transactions relying on satisfaction of another transaction prior to being processed can be seamlessly handled in one convenient location, therefore, eliminating the need to visit multiple locations.
54. Idea Title: Continuous Process Improvement; Use of Lean Principles		This process does not exist across all state agencies. Currently, isolated agencies are engaged in process improvement initiatives.	Establish a coordinated state-wide initiative for improving performance and results in state government agencies. The program would utilize Lean principles and tools that were originally developed in the manufacturing sector but which are increasingly	By evaluating individual processes agencies can identify and eliminate wasteful steps in their processes, more quickly serve customers, and reduce associated staff costs. Since DMV's Lean Program inception, approximately 20 projects have been implemented resulting in

Government Reform Initiatives – Administrative Issues

Subject	Statute	How Administered Today	Proposed Change	Justification for the Change
			utilized by service companies and more recently, government. Lean principles focus on optimizing processes and eliminating waste. This helps organizations cut costs and deliver what the customer wants.	significant reductions in processing time. These improvements are reducing red tape, increasing efficiency and delivering government service to citizens in less time.
55. Idea Title: Sharing Expertise Across State Agencies		Generally, agencies work independently to address their mission and do not routinely share resources/expertise.	As the Commonwealth works to navigate fiscal constraints and growing service demands, collaboration among state agencies should be encouraged. Such cooperative efforts hold the potential for improvements in efficiency and effectiveness through knowledge and information sharing. By establishing a method by which state agencies could leverage other agency efforts and best practices through cross-boundary collaboration, all government services would benefit.	Would make more efficient use of staff expertise and resources found in individual agencies. Could reduce costs associated with consultant services to the extent that needed services are available in other state agencies.
56. Idea Title: VTRC Multimodal		Currently, the Virginia Transportation Research Council (VTRC) performs research and other related activities for VDOT relating to highway programs and operations.	Transform the VTRC into a multimodal research office.	Provides a central location to conduct research on all transportation modes and develop ideas to meet the needs of a diverse traveling public.

Government Reform Initiatives – Administrative Issues

Government Reform Initiatives – Administrative Issues